

ST. CROIX COUNTY, Wisconsin Roadmap to Our Future

Marketplace Realities

Positive Signs of Local Economy Strengthening

- New bridge project will present new opportunities for development and amenities (such as bike trails, public transportation, broad band, etc.)
- New construction is increasing, positively affecting tax base and equalized value
- Fastest growing County in Wisconsin with one of the lowest unemployment rates
- Increasing sales tax revenue

Changing Public Sentiment / Demographics

- Increasing demands from public and stakeholders for services
- Shifting demographics as a result of population growth
- Negative public view of government
- Dynamics of Twin Cities metro and rural communities will continue to shape County direction
- Competition with larger metro-area for quality services and staff
- Market pressure on land, water and other environmental resources

Federal and State Political Environment

- Economic and levy limit challenges will continue to constrain resources
- There is competition with larger municipalities for limited State resources
- Effects of Act 10 will continue to challenge personnel issues

Destination Performance Excellence

Future State

People/Culture

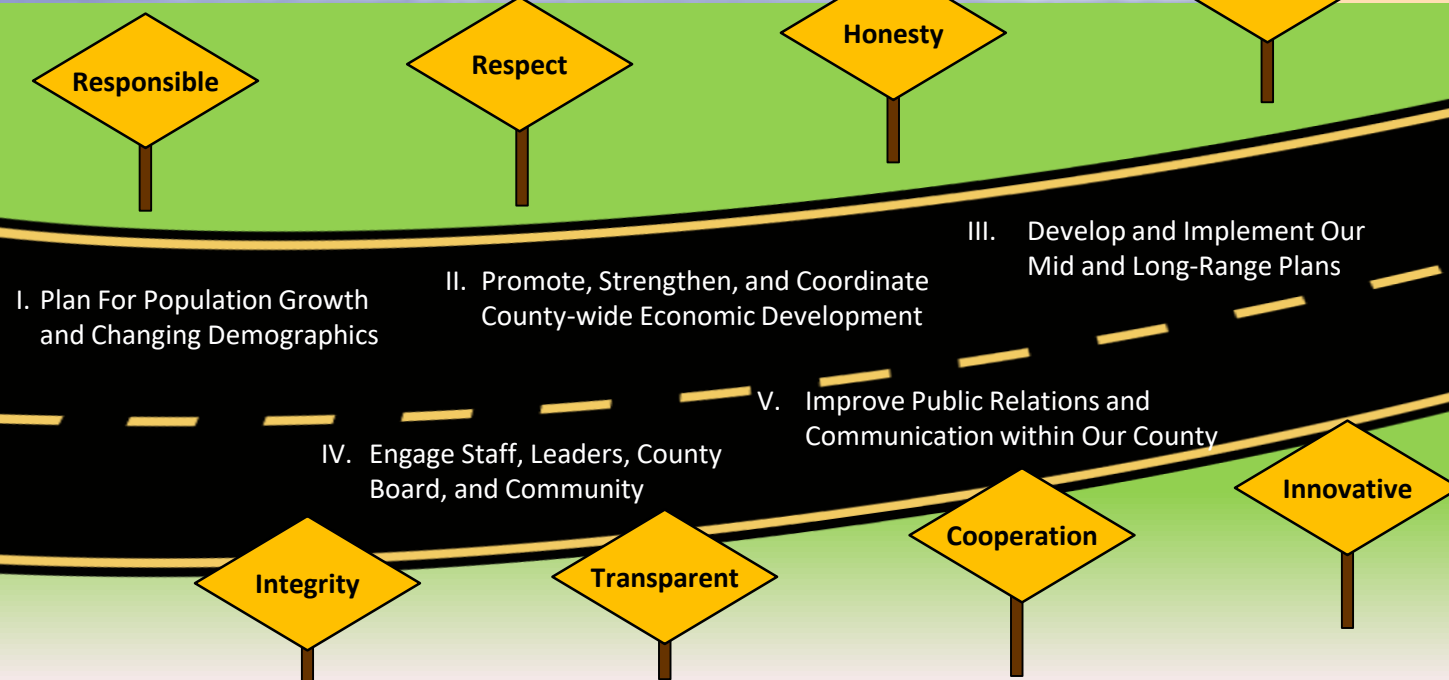
- We are a cohesive team built on a foundation of trust
- Our public communication is transparent, informative and consistent.
- The public and staff are engaged
- Staff embrace and promote change in the community and at work
- We are proactive stewards of the environment and our natural resources

Process

- We are responsive to citizens' needs
- Our services are streamlined, efficient and effective
- Our actions are strategy based

Technology

- We effectively use technology to support and deliver our processes
- Providing 24/7 on-line accessibility is our priority



Guiding Principles



Responsible

We will make effective use of tax dollars, time, County and natural resources

Respect

We will respect those we have been entrusted to serve, co-workers, and leadership

Honesty

We will communicate openly and honestly

Accountability

We will hold each other accountable through our culture and practices

Integrity

We will build trust

Transparent

We will share information with stakeholders to increase engagement and awareness

Cooperation

We will work together for the common benefit of the whole County and it's residents

Innovative

We will take a prudent and creative approach to problem solving

January 2015



2015-17 STRATEGIC PLAN

Vision

Be a model of service in the State for effective, sustainable governance, vibrant economy and quality rural and urban life

Mission

St. Croix County government provides services that promote the safety, health and welfare of our citizens and other public, through cooperation and innovation, in a fiscally responsible and accessible manner.

Guiding Principles – We Will...

1. **Responsible** - We will make effective use of tax dollars, time, County and natural resources
2. **Respect** - We will respect those we have been entrusted to serve, co-workers, and leadership
3. **Honesty** - We will communicate openly and honestly
4. **Accountability** - We will hold each other accountable through our culture and practices
5. **Integrity** - We will build trust
6. **Transparent** - We will share information with stakeholders to increase engagement and awareness
7. **Cooperation** - We will work together for the common benefit of the whole County and it's citizens
8. **Innovative** - We will take a prudent and creative approach to problem solving

Target / Lead Stakeholders

- Business Owners /Potential Owners
- Citizens
- At-Risk Children
- Employees
- County Board Supervisors
- County Leadership

Strategic Goal - Area that needs significant improvement in the next 3 years

Objectives – WHAT needs to happen

I. PLAN FOR POPULATION GROWTH AND CHANGING DEMOGRAPHICS

- A. Evaluate County-wide impact of projected demographic changes
- B. Incorporate projected demographic changes into to all future planning (health, wellness, safety, economic and community development, recreation, transportation, staffing, resources, etc.)
- C. Strengthen County-wide technology infrastructure and service offerings
- D. Update Comprehensive Zoning Ordinance
- E. Increase access to Behavioral Health (mental health and substance abuse) services and promote the efforts of the Community Justice Collaborating Council (CJCC) and Creating a Responsive and Effective System Coalition (CARES)

II. PROMOTE, STRENGTHEN, AND COORDINATE COUNTY-WIDE ECONOMIC DEVELOPMENT

- A. Strengthen partnerships with private and public economic entities & communities
- B. Enhance tourism through increased recreational activities, facilities and services
- C. Coordinate with Economic Development groups to identify, develop & partner on:
 1. Economic development funding sources & incentives;
 2. A common set of County-wide Economic Development tools and resources;
 3. Economic development land use, transportation planning and implementation tools.

III. DEVELOP AND IMPLEMENT MID AND LONG-RANGE PLANS

- A. Update the comprehensive facilities and Capital Improvement Plan
- B. Develop staffing skillset and succession plan
- C. Update/create a Strategic Plan that is aligned with and incorporates department goals.
- D. Develop a sustainable financial structure that provides predictable resources for County services
- E. Develop a process to proactively influence state mandates and identify unexpected needs
- F. Develop a comprehensive plan for health and wellness of all families and at-risk populations

IV. ENGAGE STAFF, LEADERS, COUNTY BOARD, AND COMMUNITY

- A. Improve the process for regularly addressing employee compensation concerns
- B. Complete an employee engagement survey and report the results to the County Board
- C. Improve employee engagement and recognition
- D. Explore a 360 degree feedback process
- E. Update and deploy the Employee Handbook
- F. Strengthen county governance:
 1. Clearly define leadership accountability at all levels
 2. Develop and engage leaders, staff and the county board
 3. Improve new employee, supervisor and County Board member training

V. IMPROVE PUBLIC RELATIONS AND COMMUNICATION WITHIN OUR COUNTY

- A. Improve stakeholder experience in meetings
- B. Develop plan & strategies for enhanced communications at all levels
- C. Develop an effective St. Croix County internal/external communication plan
- D. Engage community leaders through more outreach